



**CORRECTIONS CORPORATION OF AMERICA**

**Crossroads Correctional Center**

75 Heath Road  
Shelby, Montana 59474

September 5, 2006

Lieutenant Governor John Bohlinger,  
Chairman of the Corrections Advisory Council &  
Corrections Advisory Council Members

Dear Lt. Governor Bohlinger and Distinguished Council Members:

During the last Corrections Advisory Council Meeting on June 27, 2006, held in Arlee, Montana, Dr. Luana Ross made a presentation concerning Native American issues and corrections. I have since been advised that during her presentation, she made comments implying that there was an abnormal level of violence at the Crossroads Correctional Center (hereinafter "Crossroads"). I am concerned that Dr. Ross's comment is based on faulty information and would like to take this opportunity to provide the Council with the true statistics regarding the safe and secure management of Crossroads.

The information provided in this document comes from incident reports generated by Crossroads. Per Crossroads' policy, every fight, inmate on inmate assault, or inmate on staff assault is recorded in a detailed incident report. Accordingly, these statistics are available since the day Crossroads opened in 1999. This information is provided in the tables attached to this letter. Provided further, in order to allow a benchmark by which to measure whether the level of inmate violence is in fact excessive, as Dr. Ross claimed, I am also including in these tables the same statistics for the years 2004 to 2006 from facilities managed directly by the Montana Department of Corrections ("MDOC"). As the statistics clearly demonstrate, Crossroads simply does not experience a higher instance of inmate violence than other institutions housing MDOC inmates.

The tables provide information for three distinct populations housed at Crossroads, male inmates, female inmates and inmates housed for the United States Marshal Service ("USMS"). Crossroads currently provides 512 beds to the MDOC for male inmates and 52 beds to the USMS for male inmates (there have been up to 88 USMS inmates housed at Crossroads when MDOC bed demand waned). Of the 507 MDOC inmates currently housed at the facility, approximately 150 are high medium or close custody status. Twenty are currently housed in the special management housing wing (Segregation or SMU). All USMS inmates are managed at the level of close custody.

While I firmly believe that the statistics included in the attached tables speak for themselves, I do feel it is important to provide a few pertinent facts regarding Crossroads of which you may not be aware. The Crossroads Correctional Center is nationally accredited through the American Corrections Association. The standards that we must follow to achieve that accreditation are rigid and directly monitor the quality of life for the inmate population. Abnormal violence and an atmosphere of intimidation and violence would negatively affect our accreditation. In addition to

the ACA process, Crossroads undergoes strict monitoring by the MDOC in every aspect in our provision of service. A contract monitor (an MDOC employee) is on site full time. He has access to every portion of the building and to every inmate. MDOC selects each inmate assigned to the Facility based upon the custody classification level housed at the Facility, Minimum, Medium, Close and special housing (such as Administrative Segregation).

As the Council is well aware, it is simply impossible to manage a corrections facility with zero incidents of inmate violence. However, the Council should also be aware that I, and my staff, strive towards this goal each and every day. In fact, in 2006, we have made the following great strides in the effective management of inmate violence:

1. We have instituted a formal "Zero Tolerance" stance on STG (Security Threat Group also known as Gang) activity. Inmates that are actively involved in gang activity are removed from general population and placed in Special Management Housing. If appropriate, these inmates are referred to the MDOC Secure Housing Unit which was specifically established to remove these inmates from the system's general population.
2. We have significantly reduced the size of our "Close Custody Management" program in order to allow the staff to truly "manage" the inmates involved, rather than merely housing them with little hope of progression. This program is now managed in a "step-up" manner by the utilization of incentives, such as increased recreation time for good behavior, which encourages and allows the inmates to modify their behavior, exit the program and return to a general population pod.
3. During the operation of Crossroads, we have always prided ourselves on the quality programs offered to inmates and we are convinced that these programs have a positive effect on inmate behavior. Accordingly, we have intensified our efforts over the past year to increase programs and reduce inmate idleness. In the last year alone, we have added a canine training program and a Transitional Assistance programming, placed game stations in recreation and an inmate housing unit and developed an extensive music/band program. We have also expanded previously successful program offerings, including our religious programming, hobby programming, and Inmate Welfare group activity.

We have found that each of the above steps is having a positive effect in the reduction of inmate violence and we will continue to aggressively pursue proven methods to further reduce inmate violence.

If you have any questions regarding the information provided in this letter, or the tables attached hereto, I would be pleased to make myself available to answer questions at your convenience. Further, I would be honored to provide a tour of Crossroads to this Committee or individuals of this Committee. Thank you in advance for your attention to the material provided herein.

Respectfully submitted,

James MacDonald  
Warden  
Crossroads Correctional Center

Attachments

CC: Luana Ross, Ph.D.

Table I  
COURTESY OF MDOC

Assaults - Inmate/Inmate, Inmate/Staff & Fights - Inmate/Inmate  
from September 2004 thru June 2006 (22 Months)

Facility	Inmate		Staff		Inmate			% of Total DOC Secure Care ADP
	Assaults	Ratio (%)	Assaults	Ratio (%)	Fights	Ratio (%)	ADP	
MSP	87	56%	20	41%	108	59%	1500	55%
6409								
MWP	11	7%	4	8%	23	13%	260	10%
6450								
Great Falls	8	5%	0	N/A	10	6%	150	6%
9000								
Glendive	14	9%	1	2%	11	6%	140	5%
9001								
MASC	4	3%	0	N/A	8	4%	140	5%
9012								
Shelby	31	20%	24	49%	22	12%	500	19%
9501								
Total	155		49		182		2690	100%

TABLE 2  
COURTESY OF MDOC

Total Assaults & Fights in all Facilities  
from September 2004 thru June 2006 (22 Months)

Facility	2004	2005	2006	Total	Facility	Percentage of Assaultive type behavior based on ADP
					ADP	
MSP	32	117	66	215	1500	14%
6409						
MWP	0	25	13	38	260	14%
6450						
Great Falls	2	11	5	18	150	12%
9000						
Glendive	8	14	4	26	140	18%
9001						
MASC	1	9	2	12	140	8%
9012						
Shelby	18	45	14	77	500	15%
9501						
Total	61	221	104	386	2690	14%

**NOTE:** MSP, MWP and CCC House all the Close, Administrative Segregation, Special Management And Max Custody Classified Inmates.

TABLE 3  
CROSSROADS CORRECTIONAL CENTER  
INMATE VIOLENCE STATISTICS  
MDOC MALE INMATES

YEAR	INMATE ON STAFF ASSAULT	INMATE ON INMATE ASSAULT	FIGHT	SEXUAL ASSAULT
1999(9-12)	3	3	3	0
2000	3	2	5	0
2001	6	8	5	0
2002	8	3	3	0
2003	7	11	7	0
2004	7	1	5	1
2005	1	10	9	1
2006 (1-6)	3	3	3	0
TOTAL	38	43	40	2

TABLE 4  
CROSSROADS CORRECTIONAL CENTER  
INMATE VIOLENCE STATISTICS  
MWP FEMALE INMATES

YEAR	FIGHTS	INMATE ON INMATE ASSAULTS	INMATE ON STAFF ASSAULTS
DEC. 1999	0	0	0
2000	0	1	0
2001	4	4	0
2002 (JAN- JULY)	0	0	0
TOTAL	4	5	0

TABLE 5  
CROSSROADS CORRECTIONAL CENTER  
INMATE VIOLENCE STATISTICS  
USMS MALE INMATES

YEAR	FIGHTS	INMATE ON INMATE ASSAULT	INMATE ON STAFF ASSAULT
2003 (MAY - DEC.)	1	2	0
2004	1	2	1
2005	2	4	0
2006	2	0	0
TOTAL	6	8	1

Please Note: MDOC reports compiled for Crossroads will vary from reports compiled directly by Crossroads in some instances. Some of the MDOC reports count each inmate involved in an incident, whereas Crossroads counts the incident itself, i.e., an incident involving two inmates might show as a "two" on some MDOC charts and a "one" on the Crossroads charts. However, in order to provide an accurate comparison for the statistics above, MDOC provided the information for the MDOC facilities based on the number of incidents rather than the number of inmates involved. Thus, allowing for a true "side by side" comparison.